

GEORGIA INSTITUTE OF TECHNOLOGY  
Engineering Experiment Station

PROJECT INITIATION

Date May 28, 1965

Project Title: Economic Development of Brunswick and Glynn County

Project No.: A-862

Project Director: K. C. Wagner and R. W. Hammond

Sponsor: Brunswick and Glynn County Development Authority

Effective: 3-1-65 Estimated to run until: 2-28-66

Type agreement: Industrial Development Agreement

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Reports: Quarterly Progress - At the close of each quarter  
Final - Upon completion  
Memorandum } As required  
Special }

Contact Person: Mr. Carley Zell, Chairman  
Brunswick and Glynn County Development Authority  
Brunswick, Georgia

Assigned to Industrial Development Division

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A-862

Brunswick Area Branch  
Industrial Development Division  
Engineering Experiment Station  
GEORGIA INSTITUTE OF TECHNOLOGY



QUARTERLY PROGRESS REPORT  
(1 March 1965 through 31 May 1965)

Introduction

Activities during the first quarter of operations (1 March 1965 through 31 May 1965) of the Brunswick Area Branch of the Industrial Development Division were concentrated in the following areas:

1. Collection of economic data for Glynn and Camden counties.
2. Identification of industrial sites in Glynn and Camden counties.
3. Research on the development of industries based on local natural resources.
4. Research on the development of industries based on the supply or disposition needs of local industries.
5. Servicing requests for management and technical assistance to established local businesses.
6. Servicing industrial prospects.
7. Assistance in the expansion of tourist trade.
8. Establishment of working relationships with local and state-wide development agencies.

Economic Data

The first phase of the collection of economic data on Glynn County was completed with the assistance of a staff member from the Industrial Development Division office in Atlanta. The data summary will be published and distributed by the Atlanta office. Refinement of the data and collection of data in greater detail for use in servicing industrial prospects continued during the quarter.

The collection of data in Camden County was started, and the final economic data summary will be completed and published as soon as assistance is available from the Atlanta office. A report which contains many of the salient facts about Camden County was prepared and is used in industrial solicitation.

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### Industrial Sites

A list of 37 sites with industrial potential in Glynn and Camden counties was prepared. Basic data on the sites, including transportation, utilities, ownership, site plots, and maps, were assembled. The preparation of brochures describing the most likely sites was started.

The vast majority of the identified sites are essentially undeveloped, and the work ahead will consist of the selection of the more promising for development. The development of Colonels Island is proceeding slowly. An appraiser has been hired by the Georgia Ports Authority to select a site for the railroad, and a tract of 100 acres along Highway 17 is being cleared.

Industrial sites in Camden County were selected for development and display in brochures. Each of the communities in the county -- Woodbine, Kingsland, and St. Marys -- will have an industrial park. Again none of the sites selected have been developed, and much work is needed to get them in suitable shape for industry.

### Development of Industry Based on Natural Resources

Research on the development of new industry based on local natural resources was directed toward the pulp and paper and wood products industries. A survey of the timber available within a 50-mile and 100-mile radius indicated that raw materials are available for at least one more pulp mill of 1,000 tons per day capacity. Solicitation of pulp, paper, and plywood industries proceeded on the basis of the survey findings. Other industries based on timber resources being researched for this area are a dowel (furniture) factory, prefabricated houses, and wooden pallets.

The development of the phosphate mining industry and the heavy mineral mining industry is in the conference and letter-writing stage. Phosphates have been found in both Glynn and Camden counties, but prospecting for commercial quantities is necessary before development can proceed. Since the commercial feasibility of mining the deposits of heavy minerals in both counties is marginal, the two companies contacted (Freeport Sulphur and du Pont) are reluctant to proceed further in the establishment of mining operations in the area. The projects are being pursued, however.

### Development of Satellite Industry

Research directed toward industries which would supply raw materials to local industries was conducted by inventorying the needs of purchasing agents who buy for local businesses. It was found that many of the large industries have reciprocal agreements with their customers, and the large-volume purchases are normally handled by the corporate buyers who are located elsewhere. The first hint of a potential payoff in this research was the identification of the large usage of caustic soda by the local pulp manufacturers. The feasibility of locating a caustic soda plant in the area is supported by the fact that quantities consumed are large, shipping costs are significant, and reciprocal trade agreements are less meaningful. The manufacture of paint cans also offers some promise because of the concentration of paint manufacturers and the absence of paint can suppliers in the area. This prospect is being actively pursued.

The large quantities of semi-finished raw materials produced by Hercules Powder Company and Brunswick Pulp and Paper Company suggest the potential development of several types of satellite industries. One project being actively worked on relates to the manufacture of insect repellents, which uses as a prime raw material metadelphene produced by the Hercules plant. Another project is concerned with the feasibility of establishing a paper finishing mill for paper products from pulp produced by Brunswick Pulp. Also under investigation are the potentials for a 100-ton per day fine paper mill based on the use of pulp from Brunswick Pulp. A market survey of the demand for paper products was completed with very favorable results. A visit with representatives of companies qualified to establish paper finishing mills resulted in their making plans to visit the area for further discussions.

The 600-700 tons per day of dried, extracted wood which is being burned as fuel at a local plant is being investigated for use in a hardboard plant.

### Management and Technical Assistance

Market surveys were conducted for local interests who have been seeking to establish concerns for the manufacture of insect repellents, furniture dowels, plastic parts, and toys, as well as a retail store outlet for men's clothing, a metal plating operation, and a foundry operation.

Management and technical assistance projects were started for the Kut Kwick Corporation and Peck Machine & Tool Company. Officials of the Kut Kwick Corporation are considering a redesign of their facility due to increased production and the encroachment of Newcastle Street on their property. The Peck Machine & Tool Company also faces a problem since the company's present building lies on the right-of-way for the Norwich Street Extension. The Peck Company will require a new plant design and will require assistance in the establishment of an apprentice training program. Efforts to obtain financial assistance for the building of the plant and the purchase of property on which to put the plant will be required.

Personnel from the Atlanta office participated in many of these projects and are continuing to produce much of the required technical assistance.

#### Industrial Prospects

Servicing industrial prospects consisted of producing data summaries and participating in plant visits. Prospects for which services were provided included an optical company, two chemical companies, several metal manufacturing companies, a fastener company, an airplane manufacturing company, a shoe manufacturing company, an aluminum window frame producer, a basic aluminum company, a steel company, several hardboard producers, pulp companies, and paper finishing companies.

#### Tourist Development

Assistance to the Chamber of Commerce and to other organizations concerned with tourist development consisted of meeting with local hotel-motel and restaurant associations, conducting clinics for the training of personnel who deal with tourists, and assisting in various projects, such as tourist overlooks, beautification projects, highway projects, and transportation plans.

#### Relationships with Other Agencies

Working relationships were developed with the Atlantic Coast Line Railroad, Southern Railway, Georgia Power Company, Georgia Natural Gas Company, State Chamber of Commerce, State Department of Industry and Trade, State Department of Geology, Mines and Mining, and the Citizens & Southern Bank. Close relationships were established with all development groups in Glynn and Camden counties.

Brunswick Area Branch  
Industrial Development Division  
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QUARTERLY PROGRESS REPORT  
(1 June 1965 through 31 August 1965)

Introduction

Activities during the second quarter of operations (1 June 1965 through 31 August 1965) of the Brunswick Area Branch of the Industrial Development Division were concentrated in the following areas:

1. The development of industrial sites.
2. The development of industry based on local natural resources.
3. Providing technical assistance to local industries.
4. Servicing of industrial prospects.
5. Tourist development.
6. Resources audit for Camden County.

Development of Industrial Sites

Further data were collected and brochures prepared for the development of three industrial sites in Glynn County and four locations in Camden County.

The Community Road tract, consisting of 92 acres lying next to the Atlantic Coast Line Railroad, received the greatest attention during the quarter. This tract, which is optioned to the Atlantic Coast Line Railroad, has city-furnished water and sewerage facilities. A Georgia Power Company main transmission line traverses the property, and natural gas can be furnished from the north and south main service line lying about 500 feet west of the tract. The property is served by Habersham Road. The tract is currently zoned R-9 (residential, minimum lot size 9,000 sq. ft.). If the zoning of the tract can be changed from residential to industrial, the Atlantic Coast Line Railroad will exercise its option and develop the tract for industry. Since the local Development Authority does not have money to develop industrial tracts, it is felt that the development of the tract by the railroad is the only means by which an industrial park may be made available to Brunswick within the immediate future.

A team from the Georgia Power Company, consisting of Mr. Hearn Lumpkin, Mr. Britt Waters, and Mr. Jim Staton, inspected the potential industrial sites

in Glynn County and arrived at the conclusion that the Community Road tract had the greatest potential for development of any site in the county. Therefore, efforts of this office were concentrated on the development of this tract.

A 300-acre industrial site on St. Simons Island is being worked on in close cooperation with the owners, the Sea Island Company. This tract lies adjacent to McKinnon Airport and has all of the utilities available. A railroad connection is not available to this site on St. Simons Island. Adequate highway transportation is adjacent to the site, and air transportation is available by means of McKinnon Airport. The St. Simons Island tract is currently zoned for agricultural use. It is believed that the property can be rezoned for light industrial use and still meet the rigid requirements of the Sea Island Company, which is committed to the preservation of the natural beauty of the Island for the benefit of the tourist business.

The layout of an industrial park on Colonels Island of approximately 100 acres was completed and a tentative plan for the installation of utilities was produced. An estimate of the costs of installing these utilities was prepared, and currently efforts are being made to arrive at some means by which they may be financed.

Data for the establishment of four industrial parks in Camden County were gathered. Three sites near Woodbine, with a total expanse of about 3,300 acres, were located and the ownership established. Other data, including the cost of utilities and road construction and land costs, were gathered and brochures were prepared.

Sites near the St. Marys Airport are being developed in cooperation with the City of St. Marys and the St. Marys Airport Authority. The St. Marys Airport site and the St. Simons Island site are being considered for the purpose of serving aircraft manufacturers who have shown an interest in the area.

#### Development of Industry Based on Natural Resources

Spent wood, a by-product of the Hercules Powder Company operation which is presently being used as a fuel, has a potential use in the manufacture of hardboard and fiberboard. Data have been collected which are being delivered to construction material companies. Officials of the Hercules Powder Company have developed a process for using the spent wood in fiberboard, and it is their

desire to utilize this raw material in the establishment of a hardboard plant. The project looks economically feasible and negotiations with the companies involved are proceeding.

Evidence that phosphates exist in Camden and Glynn counties has caused this office to pursue this field of endeavor. A meeting was arranged with the Global Exploration and Development Company of Tampa, Florida, to discuss the development of the phosphates with the landowners in Camden County. The purpose of this meeting, to be held in September in Woodbine, is to determine the proper steps for developing the phosphates if they exist in commercial quantities. Assistance in conducting this meeting will be obtained from Dr. George Whitlatch, geologist on the Atlanta staff of the Industrial Development Division, and representatives of the State Department of Geology, Mines and Mining.

#### Management and Technical Assistance

Management and technical assistance, including projects related to process development, product flow, facility design, and cash flow and pro forma statements, was provided for local business and industrial aims. A plant layout and process flow charts were prepared for the Kut Kwick Corporation, which is cramped in its present quarters. The situation at Kut Kwick is intensified by the Norwich Street Extension Program, which will further reduce the floor space available for manufacturing and storing.

Assistance was provided the Peck Machine & Tool Company in planning for an apprentice training program. Assistance to Mr. Peck in the design of a new building is waiting on his providing more data. Efforts to assist the company in obtaining a new site and a new building have been held up by the City of Brunswick Norwich Street Extension Program.

Management assistance was provided the Quality Machine and Engineering Company. This small company is expanding rapidly and faces a lack of investment capital with which to finance this expansion. Technical assistance was provided to a prefabricated house builder, an insect repellent manufacturer, a barge building business, and a business to build pallets for the paper business in Camden County. Efforts also were made to assist Thiokol in establishing new markets and new product lines which would be profitable and compatible with its present manufacturing facilities. The feasibility of establishing a grape



industry in Glynn County was investigated in cooperation with the local County Agent. While the soil in this area is well suited to grape production, the financial feasibility has yet to be established.

### Industrial Prospects

Numerous industrial prospects were serviced during the quarter, including two airplane manufacturers, a fastener company, three steel fabricating companies, a pump company, two paper finishing companies, and an aluminum products company. A visit was made to New York City to consult with a potential pulp manufacturer who indicated an interest in locating in this area provided adequate timber resources were available. His insistence that landowners be signed up who would serve him exclusively has caused a temporary stalemate, since none of the major landowners in this area will make an agreement to serve one company only. Negotiations are continuing in the hope that this stalemate can be resolved. A timber resources report was prepared to suit the needs of this particular prospect.

A trip was made to Chicago to discuss the location of a pump company, a building construction company, a paper finishing company, and a marine ship-building operation in Glynn County. Negotiations with these firms are continuing.

### Tourist Development

Tourist clinics for waitresses, service station attendants, City and County police, and hotel and motel attendants were conducted for the purpose of orienting these people with the tourist potential in the area. These clinics were conducted in connection with the State Department of Industry and Trade, the University of Georgia, and the local Chamber of Commerce. Continuation of these clinics is planned as a regular feature of this area.

Assistance was given the Golden Isles Motel and Hotel Association in its initial meetings, and continued participation is planned for assisting in tourist development. A close liaison with the local Chamber of Commerce of Brunswick and Glynn County has been maintained. Assistance was given to the Chambers of Commerce of Woodbine, St. Marys, and Kingsland and the Camden County Development Commission with respect to establishing a Committee of 100 for industrial development.

Resources Audit for Camden County

A collection of data for the resources audit for Camden County was completed in cooperation with representatives from Camden County, and Mr. Will Radford of the Atlanta office of the Industrial Development Division.

Brunswick Area Branch  
Industrial Development Division  
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QUARTERLY PROGRESS REPORT  
(1 September 1965 through 30 November 1965)

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Introduction

Activities during the third quarter of operations (1 September 1965 through 30 November 1965) of the Brunswick Area Branch of the Industrial Development Division were concentrated in the following areas:

1. The development of industrial sites.
2. The development of industry based on local natural resources.
3. Providing technical assistance to local industries.
4. Servicing of industrial prospects.
5. Tourist development.
6. Resources audit for Camden County.

Development of Industrial Sites

A petition covering the Community Road tract, consisting of 92 acres lying between the Atlantic Coast Line Railroad and Habersham Street, was presented to the Brunswick-Glynn County Planning Commission for its concurrence on rezoning the area from residential R-9 to general industrial (G.I.) and light industrial. After receiving concurrence from the Planning Commission, the petition for rezoning was presented to the Brunswick City Commission, which, after advertising the rezoning, held hearings and rezoned the area to industrial. The second and third hearings for the rezoning of the property are scheduled for 1 December, after which the A.C.L. Railroad is expected to exercise its option to purchase the property. The A.C.L. Railroad has notified the Brunswick Area Branch office of its intention to develop the tract as an industrial park.

Aerial photographs of nine industrial sites in Glynn County were made in preparation for industrial park brochures. Only one of these sites will be developed as an industrial park, since the need for additional acreage is not pressing at the moment. Plots of a 550-acre site near Perry Lane Road north

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of Brunswick were delivered to the Georgia Power Company for their assistance in the design of an industrial park. Assistance from the A.C.L. Railroad in determining the proper rail layout leading to the property was requested. Since the immediate needs of the community can be met by the Habersham Street industrial park, development of the Perry Lane tract can proceed more slowly.

The development of Colonels Island as an industrial district is proceeding with the completion of the engineering for the railroad to the island. With the completion of the engineering, the survey team will locate the railroad on the ground and the procurement of rights-of-way will proceed. On the advice of several large industries which have shown an interest in Colonels Island, every effort is being expended to encourage the building of the railroad as soon as possible.

The development of an industrial park east of Woodbine, consisting of a total of 250 acres and including an airport with a 3,000-foot runway, has proceeded to the negotiation of terms with the owners of the property. Two of the property owners are willing to award the City of Woodbine options on the property for use as industrial sites. However, one owner, who is skeptical about tying up his property for a long term so that he will not be able to sell it, is reluctant to grant options on the property. The construction of the airport is contingent upon the award of Federal funds in support of the urban renewal of Woodbine.

The present plan is to utilize the 50 acres which will be deeded to the City as the City's participation in the construction of the airport. The proposed industrial site lies approximately one mile east of Woodbine. The site will have a paved road, access to Woodbine utilities, and approximately one mile of shoreline on the Satilla River.

An industrial park for Kingsland is in the planning stage with a tentative site location. The development of the park will be centered about an airport to be built with Federal participation. The park will be located close to U. S. Highway 17 and close to the St. Marys River.

An industrial site based on the use of the St. Marys airport has not proceeded as rapidly as anticipated, primarily due to the lack of plat data from the St. Marys airport authority. More intensive effort will be spent in

December in obtaining the necessary data to establish an industrial park under the control of the St. Marys airport authority.

The 300-acre industrial site on St. Simons Island has not proceeded in accordance with initial plans because of the reluctance of the owners to develop the area industrially. The Sea Island Company, which owns the tract, is committed to the preservation of the natural beauty of St. Simons for the benefit of the tourist business and is reluctant to develop industry on the island.

#### Development of Industry Based on Natural Resources

Spent wood, a by-product which is presently being used as a fuel by the Hercules Powder Company, has a potential use in the manufacture of particle-board and fiberboard. As a result of several months of work with the Hercules Company and several manufacturers of particleboard and fiberboard, substantial interest has been exhibited by Hercules and six manufacturers of construction materials. One manufacturer paid a visit to Brunswick in November and requested that further discussions be conducted in January when the intentions of a competing construction firm were known. Hercules had promised the competing company the first option to negotiate terms. The importance of this project is seen by the estimate of the size of the plant to be built. The prospective plant is expected to cost approximately \$7,000,000 and to employ approximately 250 people. Because it uses a waste product which is being burned at the rate of 800 tons per day, the venture promises to be a profitable one for both Hercules and the materials manufacturer.

Exploration for phosphates in the area has received new impetus from the announcement that an agreement was reached by the Global Exploration and Development Company of Tampa, Florida, and a group of landowners near Waycross. Under the terms of the agreement the landowners granted an option which would allow the exploration of approximately 5,000 acres for phosphates. Efforts to reach similar agreements with landowners in Camden and Glynn counties are being continued, since evidence indicates that phosphates in commercial quantities exist in these two counties. Several meetings between the phosphate prospectors and landowners have been arranged.

### Management and Technical Assistance

Management assistance was provided the Quality Machine & Engineering Company during the period when a rapid expansion was being contemplated by the company. This small company faced a rapidly expanding market with a lack of capital and inexperienced management and manufacturing personnel. With the assistance of the IDD office, the decision was made to contract the operations and proceed at a slower rate of expansion.

Research into the ad valorem tax structure of Brunswick and Glynn County, as compared with the tax structures of other counties in Georgia, other southeastern cities, and the West Coast, was conducted to determine the proper posture required to induce industry to locate in this area. It was concluded at the end of the study that a revised philosophy was required -- one based on a technical approach to obtaining a fair market value rather than on real estate appraisals conducted by untrained personnel. Some of the areas of industrial property appraisal in which technical assistance was determined to be needed were depreciation rates, the market value of specialized industrial buildings, the resale value of machinery and equipment, etc.

A philosophy was established to provide realistic depreciation rates, a means by which an equitable inventory tax could be levied, and a means by which tax incentive could be applied to desirable new industry. A formula for the evaluation of the potential worth of a new industry to the community was roughed out, and an effort was started to prepare a formula which would assist government officials in determining the economic impact of specific new industries which might locate in the county or city.

Efforts to negotiate a means by which a Camden County industry might be continued instead of liquidated were conducted with representatives of a local bank and the Small Business Administration and a prospective buyer. Although no concrete solution to this problem has been reached, negotiations are continuing.

### Servicing of Industrial Prospects

Activities relating to the servicing of industrial prospects during the quarter included writing letters, answering inquiries, and conducting industrialists over the county. Negotiations are continuing with an airplane

manufacturer, a fastener company seeking a warehouse operation, three steel fabricating companies, a pump company, one paper finishing company, and a shoe manufacturing concern.

#### Tourist Development

Efforts to revive the chambers of commerce of Kingsland and Woodbine were started. The efforts thus far have consisted of weekly meetings with these two chambers to help them get started.

#### Resources Audit for Camden County

The resources audits prepared for Camden County have been checked for accuracy and will be returned to the Atlanta office for publication.



## GEORGIA INSTITUTE of TECHNOLOGY

## Industrial Development Division

Brunswick Area Branch  
P.O. Box 250  
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Brunswick, Georgia 31520  
264-2717 Area Code 912

March 1, 1967



To: Brunswick-Glynn County Development Authority

Subject: Annual Report

Reference: Georgia Institute of Technology - Industrial Development Research Project A-862.

Background

On March 1, 1965, the Industrial Development Division of the Engineering Experiment Station, Georgia Institute of Technology, entered into a one-year contract with the Brunswick-Glynn County Development Authority to perform economic and industrial research and to provide technical assistance to enhance Glynn County's industrial development potentials. This program was designed to identify and develop new payroll potentials, help established companies expand and diversify, and provide technical aid and support to existing agencies in order to accelerate the total economic development of Brunswick and Glynn County.

This basic contract was renewed in April 1966. This annual report concerns the period from March 1, 1966 through February 28, 1967.

This research and technical assistance program was carried out by a resident staff in Brunswick, with additional support provided as necessary by personnel of the Division's Atlanta office, as well as by manpower of other divisions of the Engineering Experiment Station, where such skills were required. The research and technical assistance work was closely coordinated with the activities of all agencies in Glynn County that are concerned with the economic development of the area.

Summary

The past year's activities were concentrated primarily in working with prospective industries, in attempting to develop industrial property, in re-analyzing the natural resources and the industrial potential of the area, and in continuing the projects started during the first year. Although the industrial development of Brunswick and Glynn County will continue to be handicapped by the lack of an organized industrial park, relatively high taxes, a lack of skilled labor, and high wage rates, the area will continue to be attractive to industries that can utilize its outstanding resources, such as pulp, intermediate chemicals, underground water supply, and the harbor. The best industrial prospects for the immediate future appear to be operations that will use the spent wood which is presently a waste product of the Hercules plant, plants which will convert pulp into paper products, several chemical concerns that can take advantage of the large underground water supply, and importers requiring either the deep or barge water of the harbor.

Approximately three months' time was expended on the effort to locate the federal and state oceanographic centers in Glynn County. The suitability of the Brunswick harbor for these facilities gives this effort credence. Three reports --- "Oceanography/Brunswick," "Colonels Island, Site for Georgia's Oceanographic Center," and "ESSA" --- were prepared and published.



The efforts to develop an industrial park in Brunswick were set back after over a year's work when negotiations with the railroad were unsuccessful. Efforts to develop the park were renewed under a different plan of private, controlled ownership with the municipality supplying the necessary utilities.

Approximately 25 industries were serviced during inspection trips to industrial sites in the area. Two have located plants elsewhere and negotiations with the others are in various stages of advancement. Tailor-made analyses, including market surveys, raw materials studies, and labor, wage-rate and productivity studies, were prepared and presented to prospective industries.

Direct assistance to local industries included raw materials studies, location of specialists in technical and sales fields, plant relocation assistance, and management consultation. Assistance was provided to the tourist industry, to retail and wholesale trade concerns, and to several local service industries.

Cooperative activity on the local level with the Chamber of Commerce, the City Commission, the County Commission, the Joint Planning Commission, the Brunswick Port Authority, and the Coastal Area Planning and Development Commission was intensified in the past year. In addition, working relationships were maintained with the State Department of Industry and Trade, the State Department of Agriculture, the University of Georgia, the Georgia Power Company, the Georgia Natural Gas Company, the Citizens and Southern National Bank, the Southern Railway System, the Atlantic Coast Line Railroad, and the Seaboard Air Line Railroad.

Much of the administration of the affairs of the Brunswick-Glynn County Development Authority, including keeping of minutes, arrangements, administration of the financial affairs, and correspondence, was conducted by this office.

#### Description of Year's Activities

Analysis of the economic resources of Brunswick and Glynn County indicated that projects which offered the most immediate potential for expanding the industrial base of the area were those dealing with the conversion of the semi-manufactured products available in the area into finished goods. These items include paper products, chemicals, seafood, spent wood, wood chips, wood cellulose, and salt.

Normally the work accomplished in this area consisted of studies to determine the marketability of the products or to determine sources of supply. For example, the conversion of pulp into paper products was discussed with Brunswick Pulp and Paper Company, with the Gilman Paper Company and the Paper Products Company. Gilman Paper Company produces a wide variety of semi-finished and finished paper products which are convertible to finished products, such as packaging and other paper products. Converters showing an interest in the Gilman products in turn have inquired as to the nearby markets for such items as packaging. The answers must be tempered by the consideration that Brunswick Pulp and Paper probably will have excess pulp available for conversion to finished paper sometime in the future. A competitor would be hard pressed when and if Brunswick Pulp and Paper started to convert in the area. However, in spite of the obstacles, several firms have shown interest in the area.

By far the greatest potential for an early plant location in the area lies with companies that would convert spent wood, the waste product produced by Hercules, Inc., into a useful product, such as building materials or soil enrichener. Eleven companies were contacted in regard to this possibility.

Of potential long-range importance is the seafood industry and its continuing search for raw material sources. Investigations in this field were made for King Shrimp Company, Thiokol Chemical Corporation, and another local company.

In addition, a list of possible suppliers of salt was provided to Brunswick Pulp and Paper Company, and product investigations were made on chemicals (for Hercules), wood chips (three companies), and wood cellulose (Thiokol).

Industrial potentials related to the port and to Brunswick's general location were highlighted in the community effort to obtain the State of Georgia Oceanographic Center and the Environmental Science Services Administration (ESSA) oceanographic facility. In this effort, three reports -- "Oceanography/Brunswick," "Colonels Island, Site for the Georgia Oceanographic Center", and "ESSA" -- were prepared and distributed to the Georgia Science and Technology Commission and the ESSA inspection team. This office coordinated the program, which included numerous meetings, data collection, visits by inspection teams, site evaluations, etc. Data were provided the three concerns competing for the U. S. Navy facility to build the fast deployment vessels. A visit to the area by the Litton Industries representative was supported by submission of a large volume of data by this office.

Continuous liaison with the Union Carbide Corporation over the past six months has resulted in an advanced state of negotiations for a site in Glynn County which will provide 80 acres on deep water with a rail siding. It is hoped that this industry will provide the impetus to develop Colonels Island. The interest on the part of Union Carbide was created by the lime market survey compiled by the Industrial Development Division's Atlanta office and confirmed by field trips to lime-using industries by this office. The opportunities for mining phosphates and titanium in this area were investigated by this office. The opinion of this office, confirmed by the Georgia Tech Engineering Experiment Station and by elements of the mining industry, is this time and that the titanium deposits are marginal in size and are not feasible for development at this time.

Approximately 20 major corporations were contacted and advised of the natural resources of this area and the industries contacted the first year were kept informed of progress made in the way of industrial sites, etc. Industries contacted included American Machine & Foundry, the Brunswick Corporation, Monsanto Company, Ford Motor Company, Reynolds Aluminum, and others.

Individual companies which could expect to profit from a Brunswick location were identified and tailor-made analyses were prepared for them. These analyses included a study of white cement producers, a study of the underground water supply, a study of the sources of wheat in the coastal area, a study of the availability of hardwood and hardwood veneer sources, and studies of the availability of foundries, platers, welders, and fabrication sub-contractors. Special studies incorporating data on labor availability, labor costs, sites, taxes, and specialized transportation means were prepared for a boat manufacturer, the U. S. Coast Guard, an airplane parts manufacturer, an insecticide manufacturer, and four chemical companies

Industry and product studies previously prepared for Georgia were adapted for use in this area. For example, a meat processing company in the Chicago area expressed a desire to investigate the possibility of installing a meat-packing plant in the area, provided sufficient cattle were available. Studies performed by the Extension Service of the University of Georgia were adapted for this purpose and transmitted to the prospect. A five-year-old lime market study prepared by Georgia Tech was brought up to date and used to interest Union Carbide in the area. A Tech-prepared study on the need for dimension-stock material was used to interest a furniture manufacturer in the area.

Technical assistance was provided the Brunswick-Glynn County Development Authority in the servicing of prospects, preparation of site studies, solicitation, and in the administration of the affairs of the Authority. An accounting of the financial affairs was maintained and much of the correspondence was prepared for the Authority. Coordination of the development efforts of the Authority was accomplished in a large measure. Brochures describing several of the industrial properties were prepared, and in-depth data pertaining to taxes, labor, climate, and education were collected. These data are used in the promotional and solicitation efforts of the Development Authority, the Chamber of Commerce, and the Brunswick Port Authority. Plans have been made to print the material in attractive form for promotional purposes. Industrial properties, including land and buildings, were surveyed for submission to industries needing this type information. Samples of clay, sand, and spent wood were delivered to interested industries. In addition, this office made local arrangements and coordinated local activities for the annual Red Carpet Tour of Georgia at the request of the Chamber of Commerce.

Analyses of the needs of local industries were continued where desired. Primarily, new sources of raw materials and new market areas were of most interest. The South American markets were of high interest to a local concern which is currently selling to the eastern part of the U. S. The company requested some assistance from the staff at Georgia Tech and also received some marketing information from contacts made with the U. S. Department of Commerce. Sources of raw materials were supplied to a local company which is entering a new area of manufacture. One company was helped in moving to a new location by assistance in securing a site and in designing a building layout. An attempt to help a local company get financial aid was unsuccessful when the company was unable to maintain its production rates. One company, which was having difficulty maintaining a profitable existence because of a widely fluctuating market over which it had no control, was assisted in getting an annual contract which leveled out production with a subsequent increase in profitability. Another local concern was assisted in obtaining the services of a technical consultant on the Tech faculty in the field of cellulose. A local concern was helped by a market survey of a wood product. This same company was assisted in getting an SBA loan and in getting an improved labor supply and site location. Technical assistance was provided the Brunswick Junior College in the fields of business curricula and adult education.

In the effort to expand the non-manufacturing sector of the local economy, work was performed in several tourist-related areas. Assistance was provided the Chamber of Commerce in the planning and conduct of the Stay and See Georgia tour, and help was given during the setting up of the tourist Welcome Center. In the competition for the Falcons training center, this office conducted the correspondence and conducted a site, motel, and services survey. A program for the beautification of downtown Woodbine was organized and the proper consultants were obtained to advise the Woodbine citizens on implementation of the program.

In the retail and wholesale trade sector, efforts were made to establish a Marine Engineers School in downtown Brunswick in an existing building, assistance was given to developers who wished to build a housing development and golf course, assistance in developing a nearby island was given, and a Department of Commerce Trade Mission was attended. Numerous inquiries were received concerning the establishment of retail, wholesale, and service industries in the area. Typical of these was a request to determine the need for additional motel facilities in Brunswick; a telephone survey revealed the number of motel rooms required to supply the needs of industrial visitors.

Technical assistance was provided in the identification of local deterrents to economic growth. Assistance was given to Camden County officials in organizing data to present at the public hearings to determine the height of the I-95 span over the St. Marys River. The hearings were successful in that the span will be a high level span which will leave the upper reaches of the St. Marys River open to industrial development. One of the greatest deterrents to economic growth in the area is the lack of developed industrial property. This has received considerable attention in the past year, and with the help of the governing bodies, it is believed that the Perry Lane Road and the Brunswick Industrial Park properties will be developed in the near future. Pushing the paving of Habersham Street was a long step forward in the development of Brunswick Industrial Park. A utilities study and a limited labor survey have revealed that deficiencies in these areas must be corrected before industry will locate in the area. Also, study of the tax structure indicates that the area must hold the line if industry is expected to come into the area. A formula for industrial taxation was worked out in conjunction with the city and county assessors to enable industries to analyze their financial picture prior to locating here. A projection of the population growth of Glynn County through the year 2000 was made and recommendations for overall planning were offered. Based on the projection, immediate goals of 200 new manufacturing jobs per year are needed.

#### Recommendations

The following recommendations are the result of the two years' efforts to develop the economic potential of Brunswick and Glynn County, working through and on behalf of the Brunswick-Glynn County Development Authority, during which time strengths and weaknesses of the area have become apparent. These recommendations are not long-range cure-alls, but represent imperative courses of action needing strenuous and immediate application.

1. It is recommended that both Brunswick and Glynn County develop industrial parks which would be under the fiscal control of the local governments. Industrial property in Brunswick which is protected from residential encroachment presently is almost nonexistent. The last remaining idle property in Brunswick of sufficient size to warrant utility development at the site is the approximately 230 acres south of New Community Road and west of the ACL Railroad tracks. The property has all the attributes of a successful industrial park provided utilities can be placed on the land and agreements with the private owners for the sale of the property can be reached. This piece of property, now hopefully named "Brunswick Industrial Park," offers property well located with respect to transportation and the development of utilities on the property; these sites should prove attractive to industrial prospects who require the services of the city and who desire to be located very close to their source of labor.

Glynn County should establish an industrial district or park at the confluence of the Southern and ACL railroad tracks and should include provisions for sites on the barge water leading to the Turtle River. Despite the size of the Brunswick Harbor, few sites on water combine deep water and rail service. The area near the Highway Patrol Station now zoned for industry and including approximately 1,100 acres presently offers the best combination of rail service and accessibility to barge water. In order to create an industrial district in this area, agreements must be reached with the owners and water and sewer service must be provided.

2. It is recommended that the proper engineering and economic surveys be conducted to determine the best use or uses of Andrews Island. Besides being a logical choice for increasing the number of the deepwater sites, currently limited to Bay Street, the property is city-owned. The potential

economic value of the island to Brunswick and Glynn County is limited only by the overall economic development of the area. For example, the island's potential worth of several million dollars in real estate values alone cannot be realized until rail and truck services are provided to the island. Feasibility surveys should be conducted to determine the optimum path for development of the island. It is also recommended that feasibility studies of the development of the south half of Blythe Island be conducted.

3. It is recommended that an extensive effort be expended to establish a trade school in Brunswick. The ever-increasing sophistication of industry has resulted in an increased need for a labor force trained in skills which have rarely been in utilization in Brunswick, with the result that Brunswick labor must be trained to suit industry. Whereas some industries are willing to accept untrained labor, many are not willing to accept the delay and expense inherent in establishing a training program. The nearest trade school is approximately 60 miles away and is generally unresponsive to Brunswick's needs.

4. It is recommended that long-range plans for the development of water and sewer systems to serve the projected growth areas of Brunswick and Glynn County be formulated. Substantial savings would result from such long-range plans, and the existence of plans would make the area much more saleable to prospective industries. Logical arguments for this step can be raised even without considering the conclusion of the benefit feasibility studies that the impact of I-95 on the area north of Brunswick will be highly significant and will profoundly affect water and sewer requirements. The long-range profitability of water and sewer systems makes it imperative that the extension of these systems be studied very closely as soon as possible.

5. It is recommended that the feasibility of constructing an industrial building of approximately 40,000 square feet of floor space be seriously considered. The shell building would allow Brunswick to provide immediate occupancy for firms looking for manufacturing space and would effectively eliminate one of the current stumbling blocks to industrial solicitation in Brunswick. Since this would be a speculative venture involving the investment of approximately \$150,000, considerable care should be exercised in the decision to build a "spec" building, however.

6. Because of the urgent need for industrial development to achieve and maintain a balanced economy and because of the intense competition between Brunswick and other cities for industrial development and expansion, it is recommended that Brunswick and Glynn County formulate long-range plans for continued industrial growth. It is believed that this can be done only through the appointment and support of a body whose primary goals would be continued industrial growth. The body should be charged with providing short and long-range goals commensurate with the resources of the area. It also should provide budgetary requirements and periodic progress reports. It follows that the development body chosen to lead and direct the industrial growth of Brunswick and Glynn County should receive the appropriate monetary means to accomplish the assigned tasks.